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ABSTRACT

During the period that student services evolved into a profession, it articulated a set of core values that are still intact. However, no one has explored how these values inform staffing practices in student affairs. Accordingly, the effects of these core values on student affairs staffing patterns are examined in this text. The volume targets student service professionals, who direct the work either of professional or allied professional staff members, with suggestions for improvement. The book is divided into 10 chapters. Chapters 1 and 2 introduce the contextual concerns of staffing in student affairs, including internal and external institutional realities. A staffing model for student affairs is also presented. Chapters 3 and 4 outline the research evidence collected for this study, including the types of schools from which it was drawn. The methodology used and the descriptive findings are grouped around five components of staffing systems: recruitment and selection, orientation, supervision, staff development, and performance appraisal. Chapters 5 through 9 discuss in detail each of the above components, along with the relevant aspects of the model presented in Chapter 2. A literature review for each component is also provided. Chapter 10 summarizes the conclusions regarding effective staffing practices and numerous proposals for improving the quality of professional practice are offered. Contains an index and approximately 155 references. (RJM)

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